Implementation Plan

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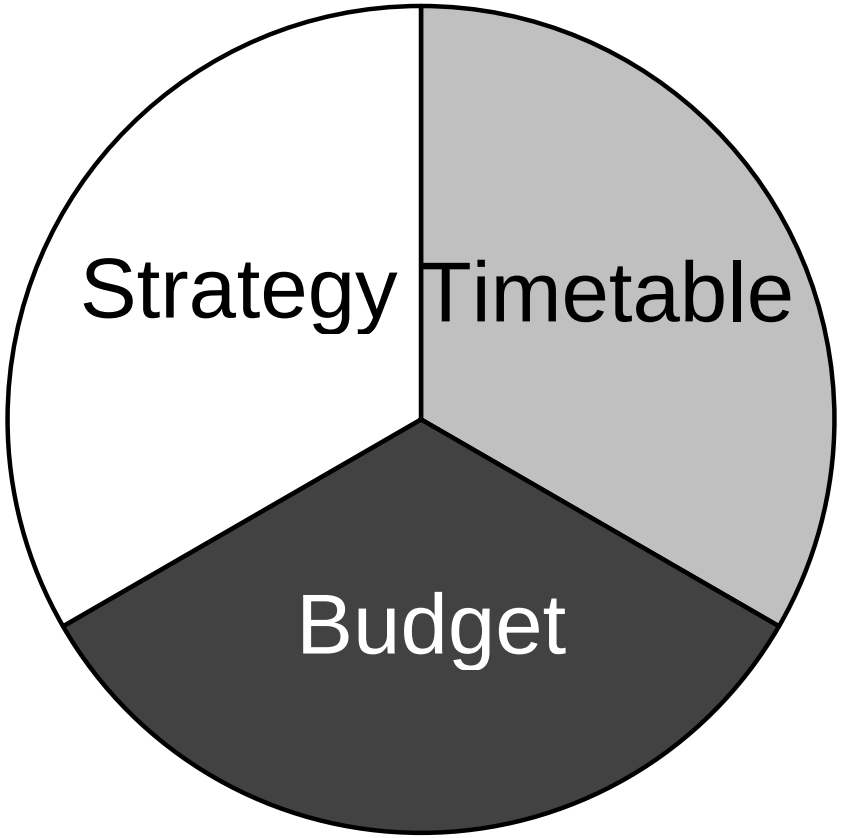


Implementation Strategies

Focusing on key strategies will result in a successful implementation.

- Management
  - manage the implementation from within the Department of Administration using advanced project management techniques
- Acquisition
  - acquire a software solution utilizing the RFP process and emphasizing visits to installed sites
- Adaptation
  - use the software solution to facilitate process change, rather than modifying the software to fit old processes
- Implementation
  - implement the software utilizing a model office, and rolling out by function across departments
- Resources
  - use state resources whenever possible, while contracting for services in areas without state expertise

Management Strategy

Significant inter-agency cooperation will be required.

- Ownership
  - assign ownership for the core administrative systems to the Department of Administration
  - obtain cabinet level ownership for the implementation project
- Participation
  - obtain agency and user participation during implementation to ensure acceptance
- Steering Committee
  - maintain the MT PRIME Steering Committee to provide oversight, assign resources, resolve issues, and be responsible for acceptance
- Implementation Partner
  - Employ an Implementation Partner to help the State deal with issues such as process reengineering, change management, hardware and software integration, training, etc.
- Project Manager
  - Assign a respected and experienced senior manager to be the MT PRIME Project Manager
  - Ensure the Project Manager is available part-time in March and April and full time by May 15th to facilitate visioning and acquisition

When Legislative approval appears likely, the State should begin to create a management structure for the project.

Acquisition Strategy

Acquisition of software should be based on three day visits at installed sites.

- Risk Reduction
  - reduce risk by requiring the software solution to be operating in a state, province, or large municipality with a comparable transaction volume and user population
- General Functionality
  - base acquisition on general functionality rather than highly detailed specifications
- Selection Team
  - create by March 1
    - ⇒ 3-4 Dept. of Administration personnel
    - ⇒ 3-4 Agency personnel
    - ⇒ function-based teams
- RFP
  - creation of the RFP should begin by March 1, 1997
  - issue RFP by April 1, 1997
- Selection Team
  - Conduct three trips to installed sites in late May and early June 1997
- Contracts
  - Sign purchase contracts by June 30, 1997

Acquisition by June 30 allows one year for configuration.

Adaptation Strategy

The software solution will enable the State to reengineer core processes.

- Reengineering
  - recover costs of the new technology and implementation services by reengineering core processes
  - develop a high level vision for the new processes to serve as the functional requirements for package selection
  - mandate process change to enable improved service levels, not just cost reduction
  - identify and implement “quick hit” opportunities immediately
- World class emphasis
  - adopt world class performance targets according to appropriate benchmarks
  - pilot world class performance within D of A to prove the concept
  - migrate to a continuous improvement model for the future
- Controlling Modifications to the Software
  - create and follow change management processes to control changes to the software solution
  - provide adequate funding for post implementation enhancements

The State should adopt a “minimal software change” approach.

Implementation Strategy

"Model office" testing will ensure the applications provide the necessary functionality.

- Model Office
  - adopt a "model office" piloting technique
  - follow a prototyping approach to design and configure the new system
- Training
  - use the model office as a training, marketing and research facility
  - use local education service providers for bulk staff training
- Roll out
  - roll out the package by function
  - roll out over several months
- Empowered Implementation Teams
  - establish an empowered design and implementation team
  - assign responsibility and accountability to the implementation team
  - assign agencies the role of customer in the implementation
  - assign the role of issue resolution to the Steering Committee

Specific implementation plans will be made by the Project Team.

Resource Strategy

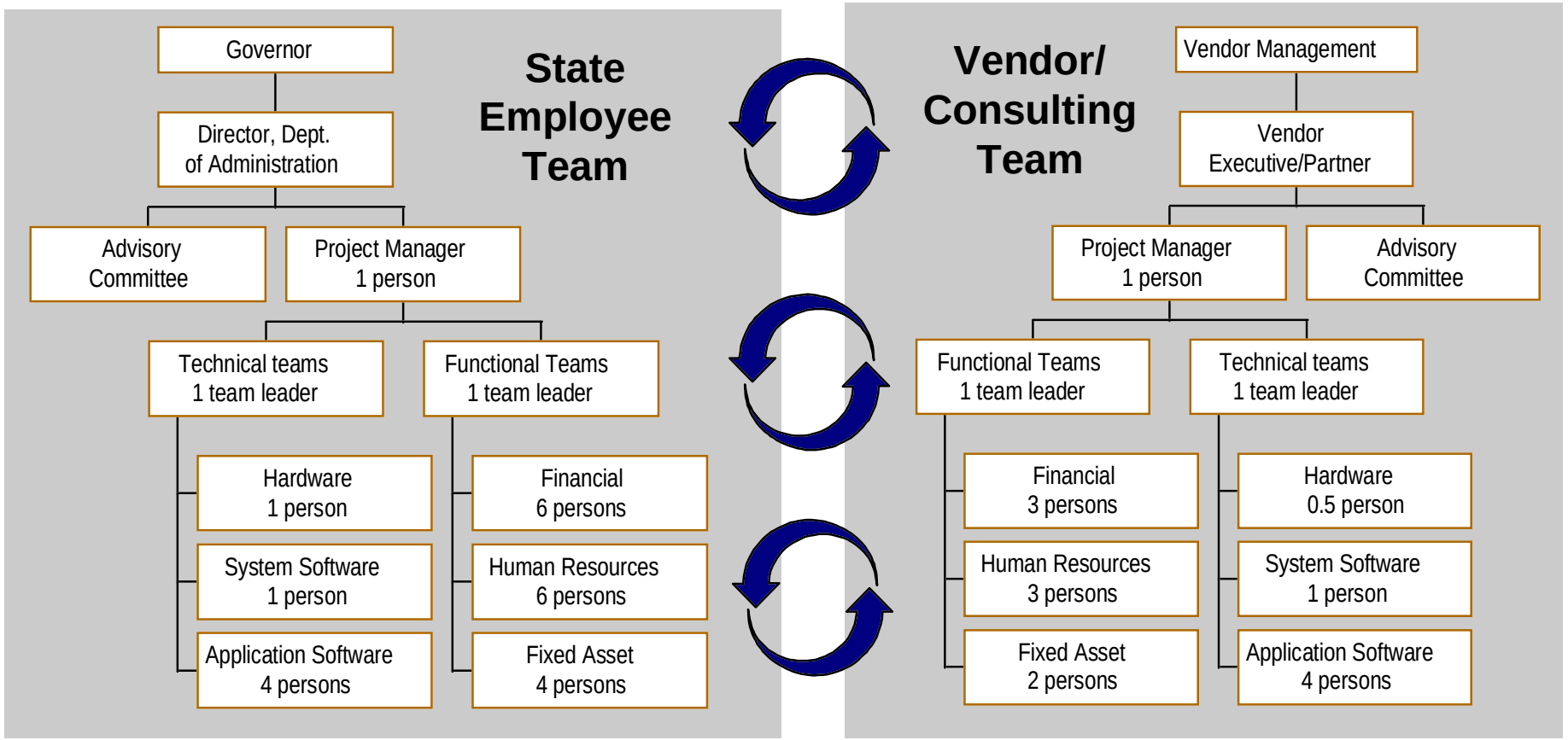
State resources will team with vendor resources to facilitate knowledge transfer.

- Reengineering Resources
  - adopt a team approach for all reengineering and package-specific activities
  - team state resources with process change specialists to reengineer current processes into the software solution
  - provide both functional and technology personnel to the project
- Implementation Partner
  - select the Implementation Partner based on the software selected
- Training Resources
  - set aside resources for extensive training of the project team and users
- Post-implementation support
  - assign post-implementation support functions to State resources

Quality vendor and State personnel will be vital to a successful implementation.

State and Vendor Resources

The State will need 25 full time people for the implementation.



Critical Success Factors

Several factors which will be critical for successful implementation are shown below:

Resourcing

- ensuring involvement from core system owners and agency experts
- using a strong, parallel project structure among agencies
- assigning best resources to the project
- creating a deadline orientation in the project team
- assigning a strong, respected, Project Manager
- bringing a diverse skill set to the project team
- co-locating the team on-site
- obtaining a full time commitment for resources

People Sensitivity

- adopting a change management strategy
- emphasizing people, employee, union, and management issues
- providing ample retraining opportunities
- providing outplacement support

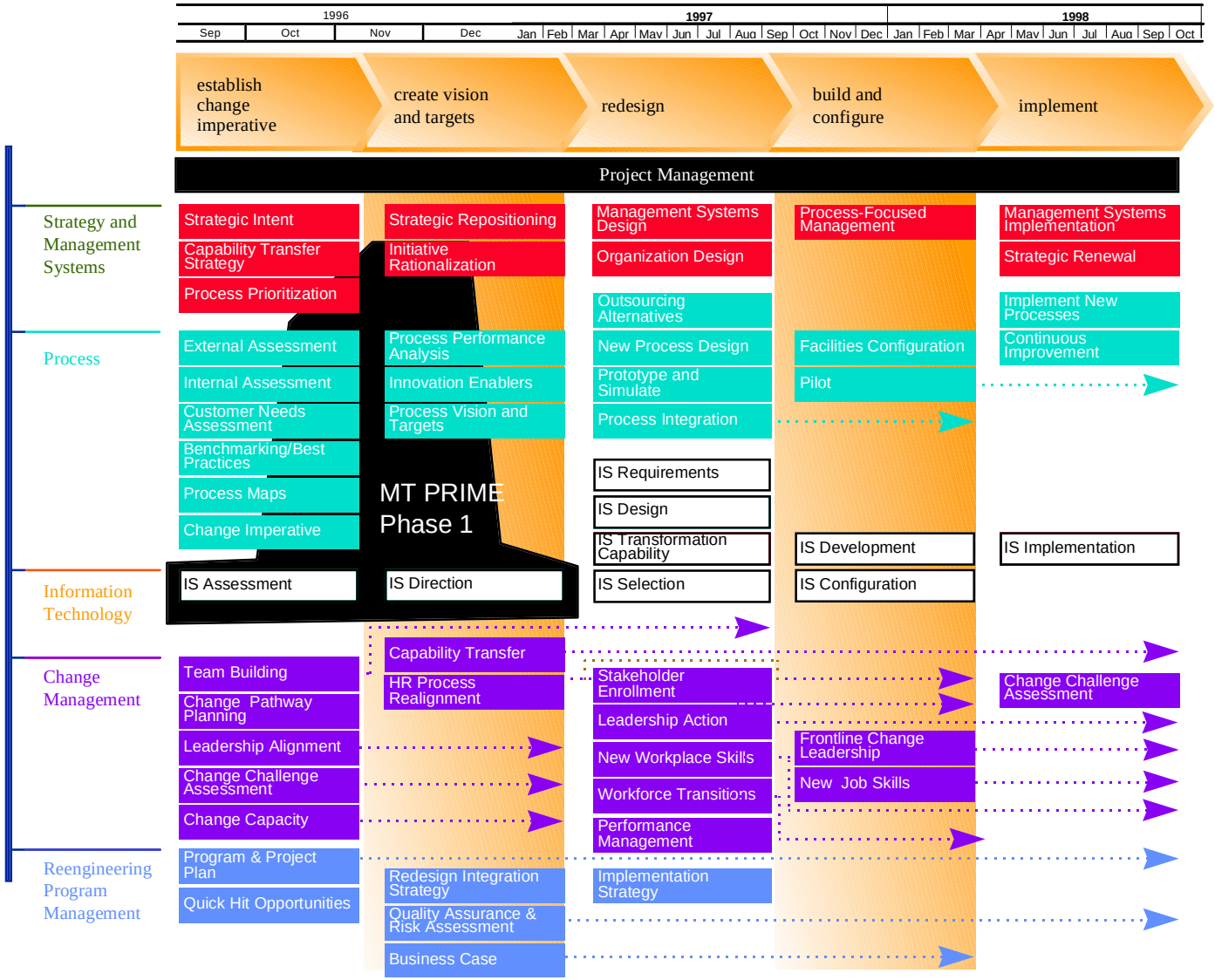
Approach

- adopting a process change, not a functional streamlining, approach
- taking the customer perspective in process improvement
- ensuring outside assistance has adequate experience
- aligning internal and external reward mechanisms to ensure shared goals

Governance

- assigning a single decision authority for resolving issues
- developing and following a conflict resolution mechanism
- integrating MT PRIME with other initiatives and eliminating unaligned projects
- setting explicit performance expectations for the project team around performance on the implementation

Timetable


1996
1997
1998
Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct
establish change imperative
create vision and targets
redesign
build and configure
implement
Project Management
Strategy and Management Systems
Process
Information Technology
Change Management
Reengineering Program Management
Strategic Intent
Capability Transfer Strategy
Process Prioritization
External Assessment
Internal Assessment
Customer Needs Assessment
Benchmarking/Best Practices
Process Maps
Change Imperative
IS Assessment
Team Building
Change Pathway Planning
Leadership Alignment
Change Challenge Assessment
Change Capacity
Program & Project Plan
Quick Hit Opportunities
Strategic Repositioning
Initiative Rationalization
Process Performance Analysis
Innovation Enablers
Process Vision and Targets
MT PRIME Phase 1
IS Direction
Capability Transfer
HR Process Realignment
Redesign Integration Strategy
Quality Assurance & Risk Assessment
Business Case
Management Systems Design
Organization Design
Outsourcing Alternatives
New Process Design
Prototype and Simulate
Process Integration
IS Requirements
IS Design
IS Transformation Capability
IS Selection
Stakeholder Enrollment
Leadership Action
New Workplace Skills
Workforce Transitions
Performance Management
Implementation Strategy
Process-Focused Management
Facilities Configuration
Pilot
IS Development
IS Configuration
Frontline Change Leadership
New Job Skills
Management Systems Implementation
Strategic Renewal
Implement New Processes
Continuous Improvement
IS Implementation
Change Challenge Assessment

Timetable: The Next 6 Months

In the next six months, the State will need to begin MT PRIME Phase II.

			1997										1998									
Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct

- Obtain Legislative approval for the project
  - present Business Case
  - provide other information, and/or testimony as needed
- Visioning
  - develop new ways of thinking about core government programs
  - launch high priority reengineering projects
  - create vision for input into RFP requirements
  - develop skills needed for reengineering
- Assign Project Team
  - identify personnel
  - hold organizational, review, and visioning sessions
  - create a cohesive, dedicated team
- System acquisition
  - create and issue RFP using new visions for core processes
  - travel to installed sites
  - select software solution

By July 1997, the State will know which package it will implement and be ready to reengineer business processes.

Budget

The project budget contains estimated out-of-pocket costs during the life of the project.

(in Thousands of Dollars)

Technology Costs	
Software Modules	$1,200
Maintenance	180
Hardware	2,500
Workstations	1,500
Other Licenses	2,500
Coding Changes	0
Subtotal	**$7,880**

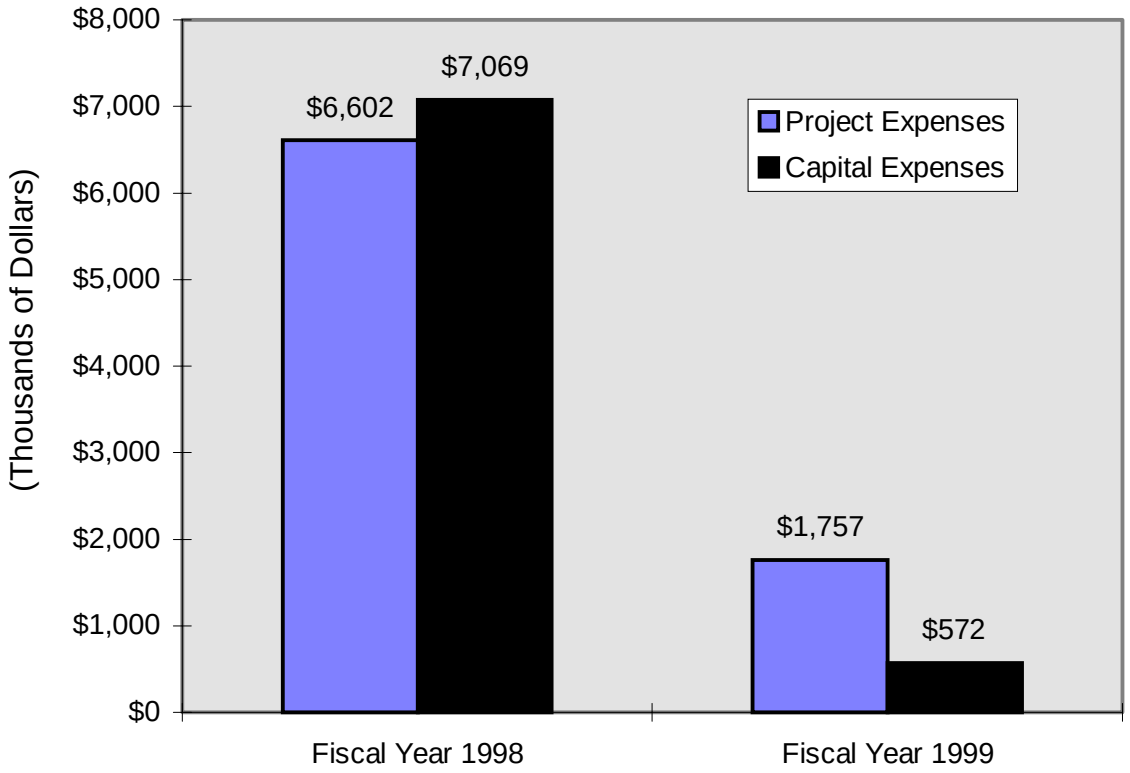
Service Costs	
Conversion	$408
Reengineering	1,000
Product Specialist	2,640
Programming	990
Additional Resources	726
Project Management	908
Expenses	908
Contingency	540
Subtotal	**$8,120**

Estimated project budget is $16,000,000.

MT PRIME

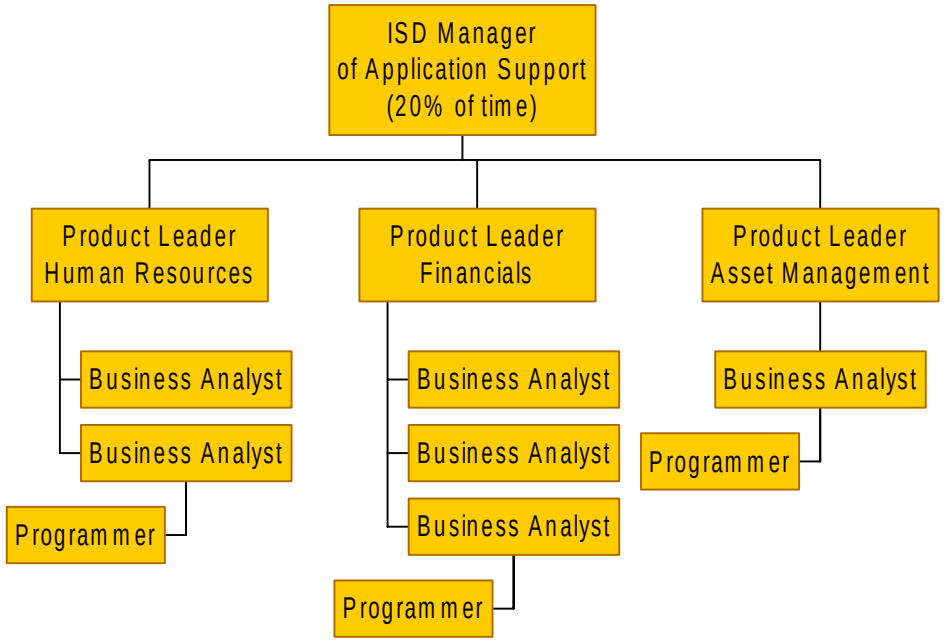
Estimated Expenditure by Fiscal Year

The majority of the project budget will be expended in FY 98:



Estimated FY 98 Expenditure: $13.7 Million

Estimated FY 99 Expenditure: $2.3 Million

Annual Operating Costs

- Assumptions
  - ongoing software licensing costs of 15%: $550,000
  - ongoing support costs of$660,000
    - ⇒ $45,000/year for a Manager
    - ⇒ $40,000/year for a Product Leader
    - ⇒ $35,000/year for Business Analysts
    - ⇒ $25,000/year for Programmers
    - ⇒ 27% salary top-up for benefits
    - ⇒ 25% other expenses
  - computer usage and support costs will be recovered through a chargeback mechanism
- Estimated Total Annual Operating Expenses
  - $1.2 Million